

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

OL Planning Calendar - FY 87 and OL Planning Guide

FROM:

OL Planning Officer

EXTENSION

NO.

DATE

23 September 1986

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/NBPO  
1J45 Headquarters

2. C/B&FB

3. C/P&TS

4. A-C/PMS

5. C/SS

6. C/FMD  
3E14 Headquarters

7. C/P&PD  
158 P&P Bldg

8. C/PD

9. C/RECT

10. C/SD

11.

12.

13.

14.

15.

Attached are updated copies of the Planning Calendar - FY 87, a draft of which was given to division and staff Planning Officers at the planning meeting in Tony's office last Thursday.

Also attached is a copy of the OL Planning Guide, giving information on the OL Planning Conference, Executive Conference, OL Quarterlies, etc. We've included instructions for preparation of milestone charts, initiatives, significant accomplishments, etc.

After reviewing the attached, please pass them on to your Planning Officer, if appropriate, for retention.

We hope these attachments will help you and your Planning Officers anticipate requirements for FY 87 and will be a guide for preparing responses in the proper formats.

Attachments:  
As stated

FY 87  
OL PLANNING CALENDAR  
and  
PLANNING GUIDE

OL PLANNING CALENDAR - FY 87

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## OL PLANNING GUIDE

## OL PLANNING CONFERENCE - FALL

1. The Fall OL Planning Conference usually takes place the second week of October at an approved out-of-town conference site. Attendees include the D/L, DD/L, EO/OL, AEO/OL, the C/NBPO, C/B&FB, all staff and division chiefs, and the Planning Officer/IMSS.
2. In addition to general issues that affect OL's responsiveness and efficiency, "new budget initiatives" for the fiscal year 2 years ahead and "office objectives" for the next FY are discussed and selections made.
3. In September C/IMSS sends a memorandum to the C/NBPO, C/B&FB, and staff/division chiefs requesting, by 1 October, suggested new budget initiatives and office objectives. A brief summary of each item is requested in order to facilitate the discussion process.
4. After the planning conference, IMSS compiles a list of the objectives selected and forwards them to all OL components with a request that milestone charts be prepared and submitted to IMSS by 24 October.
5. New initiatives are also discussed and selections made for inclusion in the budget. These are handled thereafter by C/B&FB.

## INITIATIVES

1. The C/IMSS sends a memorandum to the C/NBPO, C/B&FB, and staff/division chiefs, usually in mid-August, requesting new budget initiatives for discussion at the OL Planning Conference held in the fall. In September 1986, IMSS asked that additional budget initiatives for FY 89 and new budget initiatives for FY 90 be submitted by 1 October for discussion at the 7-8 October 1986 Planning Conference.

2. When new initiatives have been selected, divisions and staffs are responsible for preparing proper formatted justification (sample attached) that includes the title, date of full operational capability, cost estimates for positions and funds for the number of years involved, problems to be addressed, statement of the proposal, and the coordination required.

Attachment:

Sample of format

DDA/OL

(Title of Initiative)

Cost Estimate

FY  
89

FY  
90

FY  
91

FY  
92

FY  
93

Positions:

Funds:

Problem to be Addressed:

Proposal:

Coordination:



## OL QUARTERLY

STAT 1. The OL Quarterly is usually held approximately 6 weeks after the end of each quarter of the fiscal year. It is given twice each quarter on consecutive days--in the Headquarters Auditorium on the first day and in [ ] Building on the second day. A Dry Run takes place approximately 10 days prior to the OL Quarterly. We suggest that speakers also have a Dry Run with their division/staff chief before the formal one with the D/L.

2. For each quarter's agenda, the DDA presents awards to the OL Employees of the Quarter in Headquarters Auditorium, and, subsequently, the C/P&TS/OL speaks briefly on general personnel topics; C/IMSS gives a short overview of OL activities for the 1st, 2nd, and 3rd quarters, and significant accomplishments for the year in lieu of 4th quarter activities; individual speakers give their presentations; and then a question-and-answer period follows closing remarks by the D/L.

3. Reports on quarterly activities for the first three quarters are due in IMSS by the 10th of the month following the end of the quarter being reported upon; i.e., 10 January for the 1st Qtr, 10 April for the 2nd Qtr, and 10 July for the 3rd Qtr. As explained in the Significant Accomplishments section, significant accomplishments for FY 86 will replace the 4th Qtr activities, and we are requesting them by 1 October this year.

4. Quarterly reports should consist of descriptive narrative on activities or accomplishments, including routine, bread-and-butter functions and, when the subject permits, a draft recommended graphic; substantial cost savings realized or anticipated; large or special support projects; and other activities performed under unusual or especially difficult circumstances or in a particularly timely manner.

STAT  
STAT 5. Suggested topics for the OL Quarterly should be forwarded along with the activities for each quarter or may be telephoned to the IMSS Planning Officer, [ ] at any time. The division or staff suggesting a topic should be prepared to furnish a speaker to make the presentation at the next quarterly meeting and should have appropriate slides made if selected to give a briefing. These slides must be in IMSS prior to the Dry Run mentioned in paragraph 1.

Attachment:  
Briefing Pointers

BRIEFING POINTERS for OL QUARTERLIES

- STAT
1. Know your subject thoroughly.
  2. Be sure your presentation is appropriate for the audience and location.
  3. Use slides instead of vugraphs. Coordinate with Jim [redacted] P&PD Design & Presentations Staff, GJ4008 HQ, early, for guidance/suggestions on your slides. Remember that P&PD must have time to work on them -- and that you'll need them for the dry run with the D/L (item 11 below).
  4. Keep slides simple. They should add to, not be, the presentation. Make sure all are of uniform good quality and are horizontal pictures, not vertical, for the HQ Auditorium.
  5. If you'll use notes, have them typed double-spaced on 8 1/2- x 11-inch paper for insertion in a notebook (which IMSS will prepare and have ready for use on the speaker's stand), but DO NOT READ NOTES - MEMORIZE THEM.
  6. Practice your presentation in front of a mirror. Time your talk with your visual aids. To keep to the one hour allotted, it's essential to hold your presentation to 10 minutes or less.
  7. When you begin, introduce yourself and state what you'll be talking about. When you finish, introduce the next speaker ("Our next speaker will be \_\_\_\_\_" or "I'll be followed by \_\_\_\_\_.", etc.)
  8. Face the audience, not the slides. Glance at the slide to make sure it's the correct one and, if suitable, use a pointer. (If you plan to use the electric-beam pointer in the HQ Auditorium, practice with it beforehand. This pointer is hard to control; to keep it from dancing all over the screen, point it toward the floor when you're not actually pointing.)

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9. In [ ] you'll have a remote device you can operate yourself to change your slides (practice with this just before the dry run). In HQ Auditorium you must press hard on the button on the right of the lectern to signal the control-booth operator to change the slides (meaning you won't have quite the same instantaneous response) - you can practice with this the day of the presentation.
10. Inject some humor if possible. Tell a brief anecdote if appropriate.
11. Have a "dry run" with your Division/Staff Chief and/or the IMSS Planning Officer before the official dry run with the D/L.
12. On the day of the official dry run, arrive at [ ] about 45 minutes early to allow time to insert your slides into the slide tray and run through them once.
13. Remember that you'll be making your presentation both days -- in the HQ Auditorium and [ ]
14. For the actual presentations, arrive at least one hour early if you're bringing your slides; 30 minutes early if they're already in the tray.
15. Enjoy yourself. We're all "family."

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## MBOs and Milestone Charts

1. Each fall, usually in September, C/IMSS asks division and staff chiefs to submit at least a certain number of suggested Directorate- and Office-level objectives for the coming fiscal year. These are discussed at the Fall OL Planning Conference and selections made. Divisions/staffs then are asked to prepare milestone charts for the MBOs chosen.

2. In September 1986, the D/L requested that each division/staff chief submit to IMSS by 1 October a minimum of three or four major, prioritized objectives for FY 87 in support of the D/L's "Action Plan 1986/88." Included should be a title and brief narrative description of the proposed objective, plus the category of the plan (Group A, B, or C) it supports. Detailed milestone charts for each chosen objective are due in IMSS by 24 October 1986.

3. When selecting possible objectives, keep in mind that an objective should not be contingent on additional resources (either funding or personnel). It should be achievable within present resources and worded to encompass only what can be accomplished during a single fiscal year (even though an overall objective actually may span more than one year).

4. A sample format for milestone charts is attached. So that all milestone charts are uniform, please do the following:

- Center either "Directorate-level" or "Office-level" at the top.
- After "quarter ending," insert the proper date for the end of the quarter being reported upon; i.e., 31 Dec 8-, 31 Mar 8-, 30 June 8-, etc.
- In the upper right-hand corner, indicate whether it is Group A, B, or C (Critical, Essential, or Important - per the D/L's Action Plan).
- Begin each milestone activity with a verb, such as "develop," "prepare," "initiate."

MBOs and Milestone Charts (continued)

- Enter an "X" in the month(s) where your scheduled "O" milestone has been accomplished or put dashes between the scheduled "O" milestone to the month of the anticipated new completion; e.g., "O"-----"O". If a scheduled milestone was not met, it's important that you explain why. Also please include, at the bottom or on the back of the page, a very short note giving the updated status, etc., for the quarter being reported on.
- Be sure to include the classification at the top and bottom of the page.

5. IMSS keeps a list of the Directorate- and Office-level MBOs along with a copy of all milestone charts. IMSS assigns a number to each MBO when the list is compiled at the beginning of each fiscal year; this number should be used on the milestone chart when it is updated or referred to.

6. Updated milestone charts are due in IMSS on the following dates:

- 31 Dec 8\_ - end of 1st Qtr of each fiscal year.
- 31 Mar 8\_ - end of 2nd Qtr of each fiscal year.
- 30 Jun 8\_ - end of 3rd Qtr of each fiscal year.
- \*30 Sept 8\_ - end of 4th Qtr of each fiscal year.

7. Division and staff chiefs should be prepared to brief the D/L on MBOs at their first biweekly meeting after the end of each quarter unless otherwise notified. (C/P&TS and C/SS review their MBOs with the EO/OL and DD/L.)

Attachment:  
Sample milestone chart

\*Updated milestone charts for the 4th Qtr FY 86 were requested by 1 October 1986 in lieu of 30 September 1986.

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### SIGNIFICANT ACCOMPLISHMENTS

1. An annual report of significant accomplishments for the previous fiscal year is due in IMSS from each division and staff on 1 October. From this information, IMSS prepares the D/L's annual report to the DDA. Submissions for FY 86 will also be used in an overview of '86 accomplishments, to be given at the November 1986 OL Quarterly, and in a cable report to Logs Officers in the field.

2. In Apr 87, IMSS will prepare a cable report to Logs Officers in the field to tell them about accomplishments for the previous six months of FY 87. Staffs/divisions are asked to submit these items to IMSS by 31 Mar 87.

3. These reports should include a very brief summary (topic with one- or two-sentence description) of each component's significant accomplishments for the period covered.

4. To facilitate preparation of the report, divisions/staffs should consider inputting this information into the Wang on a weekly basis (perhaps selecting such items when preparing their own Weekly Report). Thus, the data would be in a document on the Wang when the reports of significant accomplishments -- and quarterly activities -- are required.

## FIVE-YEAR PLAN

1. The first step in updating the OL Five-Year Plan usually is taken in September of each year, when IMSS sends division/staff chiefs copies of the most recent DA Long-range Assumptions and Goals along with the current OL Five-Year Plan. The latter addresses OL's assumptions and goals (which support those of the DA) five years into the future, including the projected outlook for requirements levied on OL; OL's financial and personnel resources, space, and facilities; and OL's goals for meeting those requirements with the resources anticipated.

2. Recipients are asked to update the narrative portion of the plan. IMSS then adds a listing of the chosen Directorate-level objectives for the coming year (selected at the Fall OL Planning Conference), with milestone charts for each (prepared by divisions and staffs). Those objectives, along with the revised narrative, become OL's new Five-Year Plan. A matrix of OL objectives, keyed to the goals they support, is sometimes required as well (but not for fall '86).

3. This year (Sep 86), OL has not received copies of the new DA Assumptions and Goals. Therefore, we have provided OL divisions and staffs only the current OL Five-Year Plan for updating in conformance with the D/L's Action Plan 1986/1988, which he forwarded separately on 20 August. Updates to the narrative portion of the Five-Year Plan must be returned to IMSS by 24 October 1986 along with detailed milestone charts for each Directorate-level objective for FY 87. IMSS will add the listing of objectives, as noted above.

4. In summary, divisions/staffs must send to IMSS by 24 October the following:

a. Your new or updated milestone charts for objectives for the following fiscal year.

b. Your suggested updates (for the next five-year period) to the narrative portions of the current OL Five-Year Plan (i.e., Introduction, Assumptions, Goals, and Resource Implications).

5. Again, a reminder of two points to keep in mind when proposing objectives: first, an objective should not be contingent on additional resources (funding or personnel); and



FIVE YEAR-PLAN (Continued)

second, although an overall objective actually may span more than one year, it should be stated as a one-year objective and should include only those activities that can be accomplished within that year.

6. Milestone charts should be prepared in accordance with instructions in the "MBO" portion of this planning guide.

## RESEARCH AND DEVELOPMENT PLANNING CYCLE

1. The objective of the DS&T Research and Development (R&D) planning process is to plan a coordinated program of research, development and engineering that responds to the needs of the Intelligence Community and continues the advancement of state-of-the art technology. The Planning and Resources Staff (P&RS), DS&T, begins the process by requesting prioritized requirements from customer organizations.

2. IMSS forwards memoranda from the DDA and P&RS/DS&T, along with appropriate attachments, to OL divisions/staffs for review, and requests that any ideas for research and development be submitted to IMSS in time to meet the suspense date set by the DDA. (FY-88 R&D requirements were due in IMSS by 14 August 1985. This program is being reviewed in DS&T, and no tasking has as yet been received in 1986 for FY 89 requirements. We have shown a tentative due date of 30 October 1986 on the Planning Calendar, but this is subject to change.)

## DCI - ANNUAL REPORT TO CONGRESS

1. Usually in December each year, OL is asked to give the DDA information for inclusion in the DCI's Annual Report to Congress. OL's response is usually due approximately one week after receipt of the request from the DDA. For planning purposes, we have therefore scheduled receipt of reports from divisions and staffs for 15 December. This is subject to change depending upon the tasking received from the DDA, and IMSS will give you details in this regard as soon as we receive them.

2. In previous years, the focus has been on CIA's progress in rebuilding intelligence capabilities. For 1985 the DCI used a set of intelligence objectives and issues as the basis for organizing the report. For his report to the DCI, the DDA requested Offices in the DA to provide information on accomplishments and shortfalls in support of operational forces in responding to "major world events."

3. As suggested under the heading of "Significant Accomplishments," weekly recording on the Wang of significant accomplishments (perhaps when writing the Weekly Report) would also help in preparing OL's submission to the DDA for the DCI's Annual Report to Congress.

## EXECUTIVE CONFERENCE

1. The Executive Conference in late winter is for the purpose of discussing some "gut" issues and problems that confront individual offices in OL, as well as to assess our past responsiveness, efficiency, and potential for future improvements. Like the fall planning conference, it is usually held at an out-of-town conference facility. However, the only participants are division chiefs and the C/IMSS, plus the D/L, DD/L, and EO/OL. Since it is intended to foster as much communication as possible, the schedule is very flexible, and no official transcript is made of the meetings.

2. The AEO/OL is the conference coordinator.

## OL EMERGENCY PROCEDURES MANUAL

1. The OL Emergency Procedures Manual is intended to provide essential guidance and appropriate contact information needed to handle emergency situations in the Washington Metropolitan Area.

2. Some of the information contained therein is perishable; therefore, IMSS sends copies of pertinent sections to the divisions responsible for emergency actions on the Headquarters Compound and at Agency-occupied external buildings for updating by 1 May. The manual should be updated at other times of the year in response to major component reorganizations or procedural changes.

3. The information contained in the manual has been input into the Wang in IMSS. Divisions are responsible for updating their portion of the manual and sending it via telecommunications to IMSS for inclusion in the master file and for distribution by IMSS to holders of the manual.

4. Each OL division and staff has been provided with a copy of the OL Emergency Procedures Manual. Duty officers should be informed of its location.

## EXCELLENCE

1. The DCI's program in pursuit of excellence in the Agency is ongoing. Initially, the DCI solicited suggestions regarding ways to increase or further excellence in the Agency. However, recent requests, approximately every 3 months, have asked for examples of excellence manifested by initiatives taken or the outstanding performance of individuals or components.

2. As to the format, unless directed otherwise, provide information in a brief descriptive paragraph noting the name(s) of the individual(s) concerned, his or her grade and job title, what was involved, and why the example is worthy of recognition. Included as a separate paragraph should be a statement noting what, if any, recognition was made of this event (realizing that in many cases, such examples do not merit specific cash awards, etc., but are simply employees doing their job in an outstanding fashion).

3. Supervisors should recognize sustained superior performance by recommending Quality Step Increases and should reward employees for initiative and/or excellence by suggesting other awards as appropriate. Division/staff chiefs also should remind employees periodically to seek ways to improve Agency operations and to make suggestions in this regard.

4. With these periodic requirements in mind, we suggest that you keep a current, ongoing record of individual/component excellence within your division/staff -- or send them to IMSS throughout the year for use both in the DCI's "excellence" program and in "image-related" LANs distributed within OL.